

Annexure A Performance Plan 2021/22

The main parts to this Performance Plan are:

1. Performance Plan Overview
2. Strategy Objectives
3. Statement about the *Purpose* of the Position;
4. Performance Targets per Key Performance Area
5. Summary Scorecard
6. Rating Scales
7. Assessment Process
8. Approval of Personal Performance Plan

Greater Letaba Municipality



NAME: Mr. Sewape MO

POSITION: Municipal Manager

ACCOUNTABLE TO: Mayor (Cllr. TD Mamanyoha)

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PLAN TIMEFRAME: 01/07/2023 – 30/06/2024

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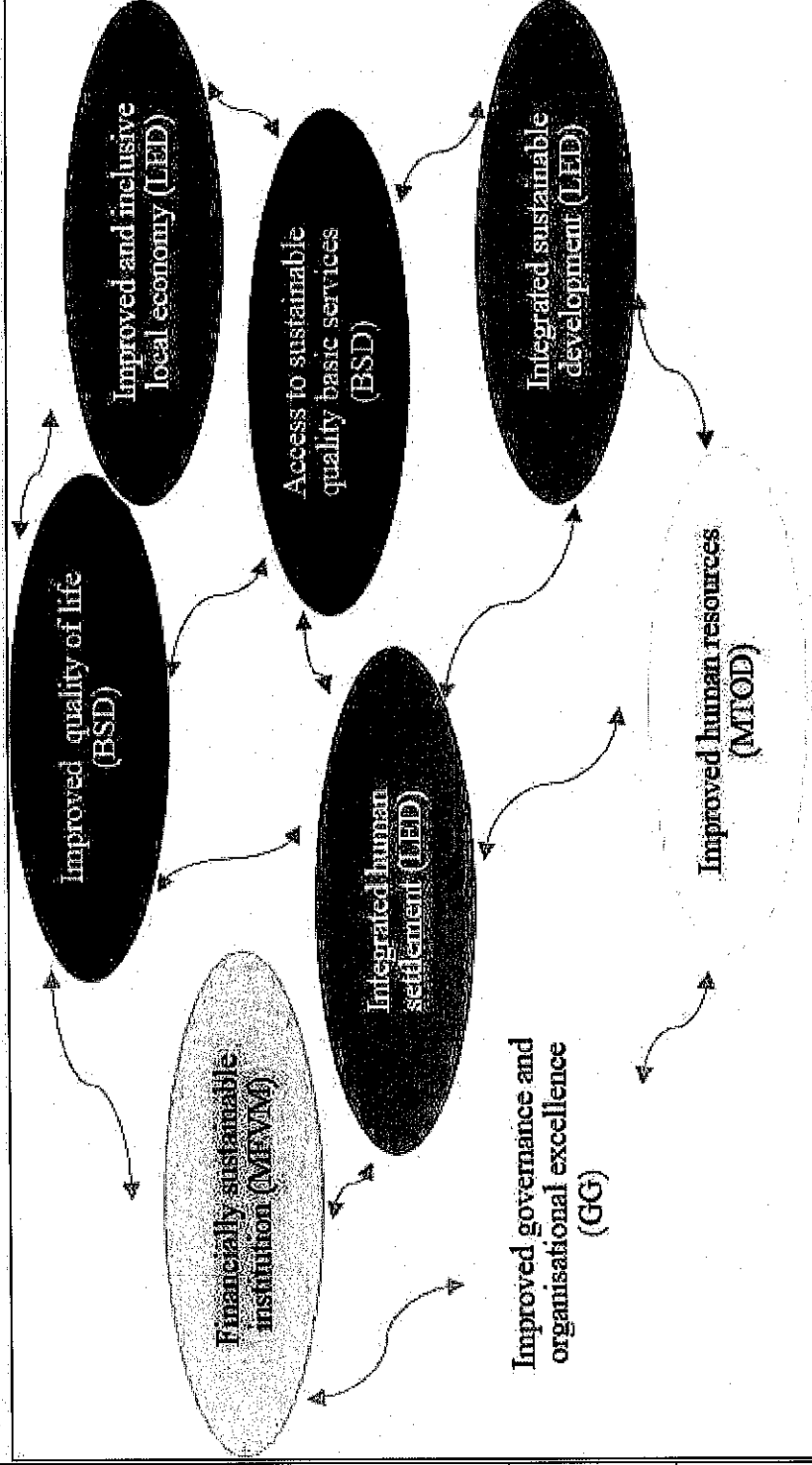
GLM STRATEGY

To be a leading municipality in delivery of quality services for the promotion of socio-economic development

GLM STRATEGIC MISSION

To ensure an effective, efficient and economically viable municipality through: • Provision of accountable, transparent and consultative government • Promotion of local economic development and poverty alleviation • Strengthening cooperative governance • Provision of sustainable and affordable services • Ensuring a safe and healthy environment

STRATEGIC OBJECTIVES 2023/24



KPAs

1. Municipal Transformation and Organisational Development (MTOD)

2. Basic service Delivery (BSD)

4. Local Economic Development & Spatial Rational (LED)

5. Municipal Financial Viability and Management (MFVM)

6. Good Governance and Public Participation (GG)

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JOB PURPOSE

Position Goal

To manage the affairs of the Greater Letaba Municipality towards excellent service delivery and a clean audit

Position Purpose

To secure sound and sustainable management of the affairs of Greater Letaba Municipality by enforcing the implementation of Council Policies, the SDBIP and the Performance Management System within the limitations of the approved budget

The Municipal Manager is accountable and responsible for amongst others:

- Ø To function as head of the administration
- Ø To manage the communication between the political structures and office-bearers and the administration
- Ø To advise the political structures and office-bearers on matters of finance, legal, technical and policy matters.
- Ø To oversee the administration and implementation of the municipality's policies, by-laws as well as the implementation of national and provincial legislation
- Ø To manage the Integrated Development Planning process
- Ø To develop and implement the performance management system
- Ø To develop and manage delegations of Council

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KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT KEY PERFORMANCE INDICATORS (10% WEIGHTING)														
KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator / Project name	Unit measure	Description of the unit of measure	KPI Weighting	Budget 23/24	Baseline / Status as of 30 June 2023	Annual Target (30/06/2024)	1st Quarter (1 Jul-30 Sept 2023)	2nd Quarter (1 Oct-31 Dec 2023)	3rd Quarter (1 Jan-31 Mar 2024)	4th Quarter (1 Apr-30 Jun 2024)	Evidence required
PA_MM_MT OD_01	Improved governance and organisational excellence	Performance Management	Number of Departmental performance review meetings held	Number	Number of meetings held by the Director with staff to discuss the performance of the Department	1%	Operational	4	4	1	1	1	1	Agenda, Minutes & Attendance register
PA_MM_MT OD_02	Improved Human Resources	Occupational Health and Safety	Percentage of OHS committee recommendations implemented within a financial year	Percentage	Number of OHS committee recommendations implemented by the department as a percentage of the Total number of OHS committee recommendations referred to the Department.	1%	Operational	80%	100%	100%	100%	100%	100%	OHS Recommendation register
IDP_MTOD04	Improved human resources	Human Resource Management	Operational Electronic PMS system and compliance with PMS regulation	Percentage	Electronic PMS system used for reporting would result in 50% achievement and compliance aspects of Reg 880 implemented would result in 50% achievement	5%	100%	Operational	100%	4th Quarter SDBIP report generated from Electronic PMS (50%) Reg 880 Jul-Sept requirements complied with (50%)	1st Quarter SDBIP report generated from Electronic PMS (50%) Reg 880 Oct-Dec requirements complied with (50%)	Mid-year SDBIP report generated from Electronic PMS (50%) Reg 880 Jan-Mar requirements complied with (50%)	3rd Qtr SDBIP report generated from Electronic PMS (50%) Reg 880 Jan-Mar requirements complied with (50%)	System Generated quarterly PMS reports Reg 880 compliance checklist
PA_MM_MT OD_03	Improved governance and organisational excellence	Performance Management	Number of performance reports completed on or before the scheduled Electronic system closure date	Number	Number of monthly performance updates for the Department done on or before the scheduled closing date of the electronic system	3%	Operational	6	12	3	3	3	3	Action IT System screenshots

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KPA 2: BASIC SERVICE DELIVERY KEY PERFORMANCE INDICATORS (5% weighting)

KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator / Project name	Unit measure	Description of the unit of measure	KPI Weighting	Budget 22/23	Baseline / Status as of 30 June 2023	Annual Target (30/06/2024)	1st Quarter (1 Jul-30 Sept 2023)	2nd Quarter (1 Oct-31 Dec 2023)	3rd Quarter (1 Jan-31 Mar 2024)	4th Quarter (1 Apr-30 Jun 2024)	Evidence required
itbd	Access to sustainable quality basic services	Customer Relations Management	Percentage of customer complaints resolved and attended to within 7 days of receipt	Percentage	Number of customer complaints resolved by the Department as a percentage of the Total number of customer complaints referred to the department	5%	Operational	95%	100%	100%	100%	100%	100%	Updated Complaints register

KPA 3 : LOCAL ECONOMIC DEVELOPMENT KEY PERFORMANCE INDICATORS (15% weight)														
KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator / Project name	Unit measure	Description of the unit of measure	KPI Weighting	Budget 23/24	Baseline / Status as of 30 June 2023	Annual Target (30/06/2023)	1st Quarter (1 Jul-30 Sept 2023)	2nd Quarter (1 Oct -31 Dec 2023)	3rd Quarter (1 Jan 31 Mar 2024)	4th Quarter (1 Apr- 30 Jun 2024)	Evidence required
TL_LED013	Integrated and sustainable development	Integrated Planning	Percentage of capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan (IDP)	Percentage	R-value spent on capital projects as contained in the approved IDP as a percentage of the total capital expenditure	2%	Capital	100%	100%	100%	100%	100%	100%	IDP Capital allocation Capital Budget expenditure reconciliation
TL_LED017	Integrated and sustainable development	Integrated Planning	IDP/Budget/PMS Process Plan to be approved by Council on 31 July annually	Number	The approval of the IDP/Budget /PMS process plan by 31 July will result in a score of 1	3%	Operational	1	1	N/A	N/A	N/A	MM	Council Approved IDP/ Budget/ PMS Process plan, Council Resolution
TL_LED018	Integrated and sustainable development	Integrated Planning	Draft IDP to be tabled in Council by 30 March annually	Number	The approval of the draft IDP by 30 March will result in a score of 1	3%	Operational	1	1	N/A	1	N/A	MM	Draft IDP Council Resolution
TL_LED019	Integrated and sustainable development	Integrated Planning	Final IDP to be approved by Council by 30 May annually	Number	The approval of the Final IDP by 30 May will result in a score of 1	3%	operational	1	1	N/A	N/A	1	MM	Final IDP Council Resolution

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TL_LED020	Integrated and sustainable development	Integrated Planning	Number of IDP/Budget/ PMS REP Forum meetings held	Number	Simple count of the number of quorate meetings of the IDP/ Budget/ PMS Representative forum	2%	Operational	5	2	1	1	1	1	MM	Agenda, Minutes & attendance register
TL_LED021	Integrated and sustainable development	Integrated Planning	Number of IDP/Budget/ PMS Steering Committee meetings held	Number	Simple count of the number of quorate meetings of the IDP/ Budget/ PMS steering committee	2%	Operational	5	2	1	1	1	1	MM	Agenda, Minutes & attendance register

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KPA 4: MUNICIPAL FINANCIAL VIABILITY KEY PERFORMANCE INDICATORS (10% weight)

KPI Ref	Strategic Objective	Municipal Program	Key Performance Indicator / Project name	Unit measure	Description of the unit of measure	KPI Weighting	Budget 23/24	Baseline/ Status as of 30 June 2023	Annual Target (30/06/2024)	1st Quarter (1 Jul-30 Sept 2023)	2nd Quarter (1 Oct -31 Dec 2023)	3rd Quarter (1 Jan 31 Mar 2024)	4th Quarter (1 Apr- 30 Jun 2024)	Evidence required
Ibd	Financially sustainable institution	Expenditure Management	Percentage Operational and maintenance budget spent	Percentage	R-value operational expenditure for the department as a percentage of the total R-value operational budget for the department	5%	Operational	102%	100%	25%	50%	75%	100%	Financial reports
Ibd	Financially sustainable institution	Supply Chain Management	Supply Chain committees (BSC, BEC & SAC) appointed by 31 July	Number	The appointment of BSC, BEC and SAC by 31 July will result in a score of 1	5%	Operational	1	1	1	N/A	N/A	N/A	Appointment Letters for BSC, BEC and SAC members

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION KEY PERFORMANCE INDICATORS (60% WEIGHTING)

KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator / Project name	Unit measure	Description of the unit of measure	KPI Weighting	Budget 23/24	Baseline/Status as of 30/06/2023	Annual Target (30/06/2024)	1st Quarter (1 Jul - 30 Sept 2023)	2nd Quarter (Oct - 31 Dec 2023)	3rd Quarter (1 Jan - 31 Mar 2024)	4th Quarter (Apr - 30 Jun 2024)	Evidence Required
PA_MM_GG_01	Improved governance and organisational excellence	Performance Management	SDBIP to be approved by the Mayor within 28 days of Council adopting the final IDP and Budget.	Number	The approval of the SDBIP by the Mayor within 28 days of the budget being approved by Council will result in a score of 1	3%	Operational	1	1	0	0	0	1	Signed SDBIP
PA_MM_GG_02	Improved governance and organisational excellence	Performance Management	Number of Quarterly Institutional performance reports submitted to Council	Number	Number of progress reports on the SDBIP targets submitted to Council	3%	Operational	4	4	1	1	1	1	Quarterly Performance Report Council Minutes
PA_MM_GG_03	Improved governance and organisational excellence	Performance Management	Percentage of S57 Managers with signed performance agreements	Percentage	Number of Section 57 Managers with signed performance agreements as a percentage of the total number of Section 57 Managers	3%	Operational	100%	100%	100%	100%	100%	100%	Signed Performance Agreements
PA_MM_GG_04	Improved governance and organisational excellence	Performance Management	Number of formal performance assessments conducted for Sec 54A & 56 Managers	Number	Number of formal performance assessments concluded for the MM and Directors where a report on the outcome was submitted to Council	3%	Operational	1	2	1	0	1	0	Attendance Registers, Assessment Reports for Mid-year and Annual Assessment
PA_MM_GG_05	Improved governance and organisational excellence	Performance Management	Annual Institutional Performance Report submitted to CoGHSTA, Provincial and National Treasury and the AG by 30 August	Number	The submission of the Annual Institutional Performance Report by 30 August will result in a score of 1	3%	Operational	1	1	1	0	0	0	Performance Report Proof of submission
PA_MM_GG_06	Improved governance and organisational excellence	Performance Management	Mid-year institutional performance report submitted to CoGHSTA, National and Provincial Treasury by 25 January	Number	Submission of the Mid-year institutional performance report by 25 January will result in a score of 1	3%	Operational	1	1	0	0	1	0	Mid-year Performance Report Signed proof of submission
PA_MM_GG_07	Improved governance and organisational excellence	Performance Management	Table the Annual Report in Council by 31 January	Number	Tabling the Annual Report in Council by 31 January will result in a score of 1	4%	Operational	1	1	0	0	1	0	Annual Report Council Minutes
PA_MM_GG_08	Improved governance and organisational excellence	Performance Management	Table the Oversight report on the Annual Report in Council by 31 March	Number	Tabling the Oversight report on the Annual Report in Council by 31 March will result in a score of 1	2%	Operational	1	1	0	0	1	0	Oversight Report Council Minutes
PA_MM_GG_09	Improved governance and organisational excellence	Performance Management	Publish the Oversight report on the 21/22 Annual Report in the local media and GLM website within 7 days of Council adoption	Number	Publishing the Oversight report on the local media and GLM website within 7 days of Council adoption will result in a score of 1	1%	Operational	1	1	0	0	0	1	Website print screen Newspaper copy

PA_IMM_GG_10	Improved governance and organisational excellence	Performance Management	Submit the Adjusted SDBIP for 2022/23 to Council by 31 March	Number	Submission of the Adjusted SDBIP for 2022/23 to Council by 31 March will result in a score of 1	2%	Operational	1	1	0	0	0	0	Adjusted SDBIP Council minutes
PA_IMM_GG_11	Improved governance and organisational excellence	Legal Services	Percentage of Service Level agreements signed within 30 days of the appointment of Service Providers	Percentage	Number of SLAs signed within 30 days of appointment as a percentage of the total number of service providers appointed	2%	Operational	90%	100%	100%	100%	100%	100%	Service Level agreement register Signed SLA's
IDP_GG004	Improved governance and organisational excellence	Audit Management	% of AG findings resolved	Percentage	Number of AG findings resolved as a percentage of the total number of AG findings received in the prior year audit	2%	Operational	100%	100%	n/a	n/a	n/a	n/a	Audit Action Plan Reports
IDP_GG003	Improved governance and organisational excellence	Audit Management	Implementation of the Internal Audit Action plan	Percentage	Number of Internal audit action plan activities implemented expressed as a percentage of the total number of activities required by the Audit Action Plan	1%	Operational	100%	100%	n/a	n/a	n/a	n/a	Audit Action Plan Reports
PA_IMM_GG_12	Improved governance and organisational excellence	Audit Management	Percentage of Internal audit findings resolved	Percentage	Number of Internal audit findings for the department resolved as a percentage of the Total number of Internal audit findings for the department	4%	Operational	85%	100%	n/a	n/a	n/a	100%	Internal Audit Reports
PA_IMM_GG_13	Improved governance and organisational excellence	Audit Management	Number of Audit Committee Reports submitted to Internal Audit within 5 working days of the request for submission sent	Number	Simple count of the number of Audit Committee Reports for the Department submitted to Internal Audit within 5 working days of the request for submission being sent.	2%	Operational	4	4	1	1	1	1	Agenda, Minutes & Attendance register
PA_IMM_GG_14	Improved governance and organisational excellence	Audit Management	Number of quarterly performance audit reports submitted to Council	Number	Number of Internal audit reports expressing an opinion on the completeness and accuracy of the SDBIP reports submitted to Council	2%	Operational	4	4	1	1	1	1	Performance Audit Reports Council Minutes
PA_IMM_GG_15	Improved governance and organisational excellence	Audit Management	Submit final audit action plan to Management by 31 January	Number	Submission of the final audit action plan to Management by 31 January will result in a score of 1	4%	Operational	1	1	0	0	0	0	Audit Action Plan Management Minutes
PA_IMM_GG_16	Improved governance and organisational excellence	Audit Management	Submit the Internal Audit Plan to the Audit committee by 30 June annually	Number	Submission of the Internal Audit Plan to the Audit committee by 30 June 2023 will result in a score of 1	2%	Operational	1	1	0	0	0	1	Internal Audit Action Plan Audit Committee Minutes
PA_IMM_GG_17	Improved governance and organisational excellence	Audit Management	Number of Audit Committee meetings held	Number	Number of quarterly meetings held by the Audit Committee	3%	Operational	5	4	1	1	1	1	Agenda, Minutes & attendance register
PA_IMM_GG_18	Improved governance and organisational excellence	Audit Management	Percentage of Audit and Performance Audit Committees resolutions implemented	Percentage	Number of Audit Committee resolutions implemented as a percentage of the total number of resolutions taken	2%	Operational	70%	100%	100%	100%	100%	100%	Audit Committee Resolution Register
PA_IMM_GG_19	Improved governance and organisational excellence	Council Support	Percentage of Council resolutions implemented	Percentage	Number of Council Resolutions implemented by the Department as a percentage of the Total Number of Council Resolutions allocated to the Department	2%	Operational	100%	100%	100%	100%	100%	100%	Updated Council Resolution Register

IDP_GG009	Improved governance and organisational excellence	Risk management	% Implementation of identified risk mitigation	Percentage	Number of risks mitigated expressed as a percentage of total number of risks identified	1%	Operational	67%	100%	100%	100%	100%	Risk management Reports
PA_MM_GG_20	Improved governance and organisational excellence	Risk Management	Percentage of Risk Committee recommendations implemented	Percentage	Number of Risk committee recommendations implemented as a percentage of the Total number of Risk committee recommendations for the department	1%	Operational	67%	100%	100%	100%	100%	Risk Committee Recommendation register
PA_MM_GG_21	Improved governance and organisational excellence	Risk Management	Approved Risk Management Framework	Number	Risk Management Framework approved by Council will be counted as 1 being achieved	1%	Operational	1	1	n/a	n/a	1	Risk Management Framework Council Resolution
IDP_GG010	Improved governance and organisational excellence	Risk Management	Approved Strategic Risk Assessment Reports	Percentage	Quarterly approval of Strategic Risk reports in Council will result in a 100% being achieved	1%	Operational	100%	100%	100%	100%	100%	Council Resolutions on Strategic Risk reports
PA_MM_GG_22	Improved governance and organisational excellence	Risk Management	# of risk registers approved	Number	Risk Register approved by Council will be counted as 1 being achieved	1%	Operational	1	1	n/a	n/a	1	Risk Register report Council Resolution
PA_MM_GG_23	Improved governance and organisational excellence	Risk Management	# of risk monitoring reports submitted to Council	Number	Simple count of the number of risk monitoring reports submitted to Council	1%	Operational	4	1	1	1	1	Risk Monitoring Report Council Resolution
PA_MM_GG_24	Improved governance and organisational excellence	Risk management	Council to approve the Anti-Fraud and Corruption strategy by 30 June	Number	The approval of the Anti-Fraud and Corruption Strategy by 30 June '23 will result in a score of 1	1%	Operational	0	1	n/a	n/a	1	Anti-Fraud and Corruption Strategy Council Minutes

Summary Scorecard			Weighting
Position Outcomes/Outputs			
Key Performance Areas			
Municipal Institutional Development and Transformation			80%
Basic Service Delivery			10
Local Economic Development			5
Municipal Financial Viability and Management			15
Good Governance and Public Participation			10
			60
Competencies			20%
Leading competencies	Components	Competency Definition	
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	15%
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and dispute Management 	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	15%
Programme and Project Management	<ul style="list-style-type: none"> • Programme and Project Planning and Implementation • Service Delivery Management • Programme and Project Monitoring and Evaluation 	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	5%
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	10%
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and improvement • Change Impact Monitoring and Evaluation 	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	10%

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Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance management • Cooperative Governance 	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	10%
Core Competencies			
Moral competence	<ul style="list-style-type: none"> • Integrity • Transparency • Accountability 	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	5%
Planning and Organising	<ul style="list-style-type: none"> • Time management • Forward planning • Project Management 	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	5%
Analysis and Innovation	<ul style="list-style-type: none"> • Objective problem analysis • Innovative thinking • Process optimisation 	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	10%
Knowledge and Information Management	<ul style="list-style-type: none"> • Gain and share knowledge • Data analysis • Employee Empowerment 	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	5%
Communication	<ul style="list-style-type: none"> • Balance diverse perspectives • Communication with stakeholders • Compile clear & concise reports 	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	5%
Results and Quality Focus	<ul style="list-style-type: none"> • Setting high standards • Results orientation • Monitoring & Evaluating progress 	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	5%
Total			100%

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RATING SCALE

5 (167%)	4 (133-166%)	Fully Effective (<i>Implemented what was planned</i>) (100-122%)	2 (67-99%)	1 (0-66 %)
<p>Outstanding Performance (Above and beyond what was expected)</p> <p>Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance plan and maintained this in all areas of responsibility throughout the year.</p>	<p>Performance Significantly Above Expectations</p> <p>Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.</p>	<p>Fully Effective (<i>Implemented what was planned</i>)</p> <p>Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan.</p>	<p>Not Fully Effective (<i>Planned targets not fully met</i>)</p> <p>Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.</p>	<p>Unacceptable Performance</p> <p>Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.</p>

Performance Assessment Process

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Assessment:
 - 1.1. Formal assessment between will take place a least twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.
 - 1.2. Progress against the targets will be captured in preparation for the assessments.
 - 1.3. Scores of 1-5 will be calculated based upon the progress against targets.
 - 1.4. KPI's and targets are audited and copied to the Performance Plans before assessment date.
 - 1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.
3. The process for determining Employee ratings are as follows:
 - 3.1. The employee to motivate for higher ratings where applicable.
 - 3.2. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
 - 3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
 - 3.4. The panel scores are averaged to derive at a total score per KPI /CCR. Overall scores are calculated by taking weightings into account where applicable.
 - 3.5. The final KPA's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.
4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167
5. The assessment rating calculator is used to calculate the overall % score for performance.
6. The half-year assessment rating can be used in combination with the Annual Performance Assessment to derive at a final Annual rating score.
7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:

	% Bonus
130-149%	5-9%
150% and above	10-14%

8. The Personal Development Plan (PDP) can be reviewed after the performance assessment had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.

9. The results of the performance assessment will be submitted to the performance audit committee for final approval of the assessment/s.
10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.

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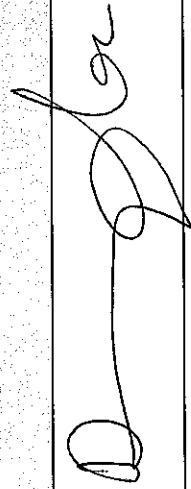
Approval of the Personal Performance Plan

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshoping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer / superior

On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.

Signed and accepted by the Supervisor on behalf of Council:



DATE: 21/07/2023

Undertaking of the employee

I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I herby confirm and accept the conditions to this plan.

Signed and accepted by the Employee:



DATE: 21/07/2023